

# **Cleveland Air Toxics Pilot Final Convening Report**

Prepared By:

## **THE CONSENSUS BUILDING INSTITUTE**

Patrick Field, Vice President  
Sanda Kaufman, Senior Consultant  
Liora Zion, Graduate Associate  
Allison Berland, Associate

**24 August 2001**

**CBI**  
**131 Mt. Auburn Street**  
**Cambridge, MA 02138**  
**(617) 492-1414 (Phone)**  
**(617) 492-1919 (Fax)**  
**[cconsensus@igc.org](mailto:cconsensus@igc.org)**

## I. INTRODUCTION

In December 2000, the U.S Environmental Protection Agency (EPA) asked the Consensus Building Institute to conduct a convening report for an air toxics pilot program in Cleveland, Ohio.

The idea of a pilot program arose out of the Integrated Urban Air Toxics Strategy, which is part of the EPA's national air toxics program to address air toxics emissions in urban emissions.<sup>1</sup> The program called for the initiation of pilot projects to reduce risks associated with air toxics. Air toxics are pollutants such as benzene, dioxin, mercury, and others that cause or may cause cancer or other serious health effects. The pollutants are found in both indoor and outdoor air.

The pilot has three goals: (1) reduce air toxics in Cleveland within a year; (2) ensure the project is sustainable over time within the community; and, (3) ensure the approach can be replicated in communities across the United States. A central component of this pilot is the creation of a Working Group comprised of representatives from a range of interested neighborhoods, organizations, businesses, and government agencies. This Working Group will guide the pilot project. This project also includes an evaluation of the overall process to help improve the on-going project as it moves forward and to capture key lessons and findings to ensure the success of future projects in other cities.

This convening effort included thirty-seven (37) interviews with Cleveland residents, business owners and managers, environmental groups and government agencies with an interest in air quality and air toxics in Cleveland. This convening report includes:

- Our findings from these interviews, without attribution by name or organization.
- Recommendations for the design of an Air Toxics Reduction Working Group, including groundrules, initial meeting agendas, and group composition.
- A list of potential technical resources identified in our interviews that may be of help to the Working Group once work is underway.

We want to thank the City Department of Health, the Air Pollution Advisory Committee, the Slavic Village Broadway Community Development Corporation, the St. Clair Superior Community Development Association, and all of those who gave generously of their time to speak with us about this pilot project.

CBI is a non-profit organization specializing in public policy mediation and process-based solutions to public sector problems. The convening team consisted of CBI Vice President Patrick Field, CBI Senior Consultant and Cleveland State University Professor Dr. Sanda Kaufman, CBI Graduate Associate Liora Zion, and CBI Associate, Allison Berland.

Please note that this convening report is not a legal document, technical report, formal program assessment, nor an exhaustive study of all those involved with a stake air quality in Cleveland.

---

<sup>1</sup> For more information please consult the Final Urban Air Toxics Strategy Report, 64 FR 38705, at [www.epa.gov/ttn/uatw/urban/urbanpg](http://www.epa.gov/ttn/uatw/urban/urbanpg).

The assessment is limited by the information gathered in the interviews CBI conducted and our interpretation of that information. As a non-partisan facilitator, CBI is not an advocate for any particular outcome or interest. CBI conducts its work in a fair, deliberate, and non-partisan fashion and is bound by the Society for Professionals in Dispute Resolution's (SPIDR) Code of Ethics.

## Methodology

The assessment is based on confidential, voluntary interviews conducted between April 16 and May 30, 2001. Individuals interviewed were initially drawn from a list provided by the Cleveland Department of Public Health. In interviews with CBI, participants identified additional individuals whom CBI subsequently contacted.

The majority of interviewees represent neighborhood groups, environmental advocacy groups, businesses and trade associations, and city, county, state, and federal agencies and elected officials. As noted in the box below, CBI organized the interviewees into the following broad stakeholder categories. Please note that neighborhood interviews included meetings with groups of residents. A full listing of interviewees is included in Attachment A.

<b>STAKEHOLDER GROUP</b>	<b># INTERVIEWS</b>
Elected Officials and Affiliates	3
Environmental Advocacy Groups	6
Government Agencies	7
Neighborhoods	5
Resources	4
Sources	12
<b>TOTAL</b>	<b>37</b>

Many interviews were conducted face-to-face in Cleveland. Due to scheduling constraints, some interviews were conducted by telephone. Approximately 45 minutes to an hour was spent speaking with each interviewee. CBI explained that answers would be confidential (i.e. particular statements would not be attributed to individuals or organizations).

During the interviews, CBI staff asked respondents to share their perspectives on the following topic areas:

- air quality in Cleveland;
- the pilot's approach and timeline as described by CBI;
- what would constitute success in the pilot;

- who should be represented in the stakeholder group.

Please see the attached interview protocol used by CBI staff as a general guide for conducting the interviews (Attachment B).

Upon completion of the interviews, the CBI assessment team reviewed the information presented in the interviews, and prepared the draft convening report. The draft report was shared with all interviewees in draft. CBI incorporated the comments received and have issued this final report. Please note that all errors and omissions in this final assessment remain the sole responsibility of CBI.

## II. FINDINGS

In our interviews, we identified a range of comments, concerns, and issues regarding air quality in Cleveland generally and the proposed pilot project specifically. In summary, we learned the following:

- Stakeholders have a wide range of views on air quality, from the view that Cleveland's air is much improved over decades ago and much better than many Ohio cities, to the view that air quality is very poor and potentially very dangerous to human health.
- Individuals across stakeholder groups and organizations expressed a strong interest in the pilot. Individuals wanted to know more about the technical and financial resources that EPA will bring to the table and motivations and rationales for undertaking this pilot.
- Many interviewees identified the value of increasing education and awareness of air toxics and both within the community and across organizations and businesses.
- Individuals expressed a range of opinions of whether the air toxics pilot could achieve real, measurable reductions in air toxics and risk to air toxics. Some believe significant improvements might be achieved. Others stated that only a few limited actions are likely to be achieved with the time and resources provided. Almost all interviews stated that the pilot would have to extend beyond December 2001 in order to be effective and achieve meaningful results beyond education and increased understanding of air toxics
- Almost all individuals expressed the importance of a long-term regulatory commitment to addressing air toxics, stressing the importance of improving permitting, monitoring, and enforcement of air toxics in addition to convening this pilot and voluntary effort.
- Interviewees also held a range of opinions on the pilot's emphasis on action over monitoring. Some stated that this action-oriented approach would more likely achieve consensus and real results than extensive study and monitoring. Others, however, stated that actions might be cosmetic or simply ineffective unless pilot participants had a reasonable understanding of baseline conditions and conditions after reduction measures are put in place.
- Individuals have a range of views on what would constitute success for this pilot effort. However, most interviewees agreed that increased understanding and awareness, improved relationships among different stakeholders, and at least a few specific, reduction activities are all achievable and realistic goals for this pilot.

Below we described our findings in greater detail.

### A. AIR QUALITY IN CLEVELAND AND KNOWLEDGE OF AIR TOXICS

Overall, interviewees rated Cleveland's air quality as neither the worst, nor what it should be. Most noted that air quality in Cleveland has improved over the last several decades. Some viewed this a major success though others noted continued strong concern about particulates, odors, and air toxics.

#### *Elected officials and affiliates*

Interviewees who are elected officials or their affiliates considered Cleveland's air quality better than in other cities, if not the best. They noted that city residents may not be aware of air toxics issues in particular, but that citizens are generally concerned about air quality in Cleveland, especially as it relates to large industrial sources.

#### *Environmental organizations*

Though some of the interviewees representing environmental groups noted that air quality in Cleveland had improved after the passage of the Clean Air Act, most thought there were still problems with all categories of air pollution, and with nuisance issues such as odors. They mentioned worries about large and small stationary sources of pollutants, for example, LTV Steel, the Ford plant, power plants, and small plating companies, dry cleaners, as well as mobile sources. Interviewees cited concerns about the lack of vigorous enforcement at all levels of government over polluters small and large, including small stationary sources too small to be regulated. Environmental organizations interviewed stated that not enough is known about health effects of many air toxics and that monitoring and knowledge of air toxics in the city is woefully inadequate. Thus, the first order of business of

any air quality group should be gathering additional data. These interviewees thought that the key public concerns include rates of asthma incidence, "visible" air pollution during summer months, and odors.

#### *Government agencies*

Interviewees from government agencies saw improvement in Cleveland's air quality over the years, as witnessed by the fact that Cleveland has been in attainment. However, some felt the trend might reverse chiefly due to the effects of mobile sources, to the point where Cleveland might fail to reach attainment. Some noted that little is known about air toxics in Cleveland specifically, and that air toxics problems can be very localized, and thus, difficult to monitor (air toxic concentrations may vary significantly block to block).

Government agencies stated that they believe there may be public misconceptions about air quality and risk, such as a focus on odors and smells rather than on odorless air toxics that might pose a greater threat. Some noted that the public also tends to focus on large industrial facilities, when, in fact they may be the most closely regulated and of less concern than mobile sources, small stationary sources, and indoor air quality problems.

#### *Neighborhoods/citizens*

With few exceptions, the general feeling of neighborhood representatives and citizens is that Cleveland's air quality is poor, especially in its neighborhoods. The chief indicators, in their view, are odors, visible pollution such as particulates settling on cars and streets, and the incidence of health-related conditions including asthma and other ailments among children and the elderly. Broadly, neighborhood residents are concerned about a range of air quality issues, of which, air toxics is only a subset. Although there is some public awareness of poor indoor air quality and its health hazards, it has not necessarily been the focus of neighborhood concern.

One community representative felt that younger people are less aware of air quality problems and no longer tend to blame large industrial outfits such as LTV steel, citing as an example their willingness to purchase new homes in the vicinity of steel mills. Others cited that older residents tend to believe the air is much better only because air quality was so poor decades ago. Some stated that there has been an influx of small industry into the neighborhoods, giving residents the feeling that residential areas are being encroached upon, with little control on their part over these sources. For instance, some stated that they had called various businesses and regulatory agencies about concerns and problems, but not received any clear and effective response. Others expressed particular concern with the effects of increased traffic, especially since their neighborhood is very close to a major highway and heavy diesel trucks tend to drive through the residential area.

#### *Resources*

Interviewees in the Resources group felt that although air quality had improved in Cleveland over the years, there was room for more improvement. They believe that the public may, at times, worry about sensory signs of pollution (visible plumes, strong odors) and not concern themselves enough with "invisible" pollutants that may pose greater health risks.

#### *Sources*

Respondents in the Sources category thought Cleveland's air quality had improved, and was not worse or better than that of comparable cities. One interviewee noted that air quality in the downtown area is substantially worse than outlying suburbs due to the heavy concentration of industry and prevailing winds. Source interviewees noted not only that the public is not aware of air toxics, but that even some industries have a limited understanding of air toxics and their potential health effects. Some stated that the public should be educated on non-point sources of pollution, such as mobile sources and indoor air quality.

Like environmental organizations and neighborhoods, at least some source interviewees expressed frustration with the current regulation of air quality in Cleveland, citing the lack of resources by regulatory agencies, and slow and cumbersome permitting processes that don't provide certainty for business planning. Most sources felt improvements had been made on criteria pollutants. Some noted that established drycleaners in the area have made significant progress reducing levels of PERC and reusing rather than disposing of chemicals.

## **B. VIEWS OF THE AIR TOXICS PILOT**

Our interviewees, across stakeholder groups, expressed strong interest in this project. Most interviewees expressed the willingness to participate either directly at regular meetings, or in some other form, including a technical advisory group, if one is assembled. Many interviewees cited the opportunity that this pilot will create for community-business relations, improvements in air quality, and an increased awareness of air toxics issues. One public agency representative declared the project a great opportunity to look at synergistic problems (indoor, stationary and mobile sources together). Another public agency representative was very supportive because once issues are identified, they believe the pilot can help many types of businesses (bakeries, refineries, print shops) reduce their emissions.

Interviewees expressed a range of comments and concerns about the pilot. These are described below.

### 1. Representation of Interests on the Working Group

Through our interviewees, we identified six key interests that should be represented on the Working Group. These interests are: neighborhoods, government regulatory/planning agencies, environmental organizations, and indoor, mobile, and stationary sources. After developing this list through initial interviews, most of the later interviewees found the proposed list of stakeholders to be inclusive and balanced. Many gave useful suggestions for adding contacts to better represent certain interests. Some noted the importance of forming a technical advisory committee or enlisting technical experts to aid the group. Some noted that the medical community should be involved in the pilot in some way. Some neighborhood interviewees stated that in order to be effective and take ownership of the process, neighborhoods should comprise a greater proportion than the other interests in terms of numbers.

One source interviewee thought the challenge for this project was to keep people focused. It is difficult to really represent all interests, particularly in the private and public sphere, because representatives at the table may not have the support or be truly representative of those not there (e.g., from other industries or agencies).

### 2. Emphasis on Reduction Activities over Monitoring and Data Gathering

Interviewees expressed a range of views on the pilot's emphasis on implementing risk reduction activities over further monitoring and data collection. Some stated that this action approach was desirable and would result in real improvements rather than simply improved knowledge. Some praised the intent of "doing" rather than additional study, believing that was important for the pilot's acceptance, sense of success, and replicability elsewhere. Others, particularly neighborhood groups and environmental organizations (and some source interviews) expressed concern that action can not and should not be taken until everyone has a better sense of the actual problems. These interviewees cited the importance of further monitoring to better understand what air toxics are of greatest concern in the neighborhoods before taking action. One neighborhood interviewee stated: "We want to know how bad the air is in our neighborhood." One business interviewee stated strongly the need to assess the baseline before taking action, because without the "before" picture, there can be no proof or certainty of real air toxics reductions. Another source representative suggested that the Working Group would have to balance information gathering and action.

A few interviewees expressed concern with the possibility that the public would be asked to spend a lot of time finding out information when so much is already known. Some felt it would be easier to identify problems than to fix them, and others stated that it would be easier to take concrete actions than to gather credible, reliable, and long-term new data due to expense, limitations of air monitoring, and length of time to build a coherent picture of air quality.

### 3. Involving Businesses, Industry, and other Sources of Air Toxics

The ability to foster industry involvement was a shared concern for several interviewees. Several suggestions came from representatives of the Sources group. Interviewees identified a range of reasons for why business should be involved in the pilot. They include:

- better understand and address community concerns;
- build working relationships with the community;

- gaining credit for being a good corporate citizen; and,
- leveraging technical and other resources to implement improvements above and beyond what is required by law and regulation.

Some interviewees noted that it might be more difficult to involve medium and small businesses with limited resources and time to participate. Two interviewees from sources expressed concern about the voluntary nature of the project, questioning the incentive for industry to participate. Since any facility may have some compliance issues, by opening themselves in good faith up to scrutiny, this may lead to enforcement and penalties rather than assistance in correcting problems. In addition, some noted, the economy is on a downturn, and companies may not have the resources to participate at this time. Despite these concerns, many sources we spoke with expressed not only interest, but also enthusiasm for participating in the pilot. Some neighborhood interviewees stressed the importance of approaching local companies, if the groups select to do so, even if these companies are not members of the Working Group.

#### 4. The Media

Several interviewees stated the importance of having the media involved in this project in some form. One elected official representative pointed to the need for communication with the public, and advised that general public involvement is critical. Meetings should be open to the general public, and the public should be notified in advance about the meetings. The media should report back on the meetings afterwards. Some suggested hiring a PR person to send out press releases and tend to other outreach activities. A resource representative proposed that the interface with the media required connections with the major TV stations, the major local newspapers, and maybe radio stations. The various media should be left to decide how to disseminate the project information. Some noted that the more the media understands about the project, the better job they will do communicating this to the wider public. Some also suggested that the group appoint a committee spokesperson or media liaison who can help disseminate a credible and consistent message to the public.

#### 5. The Voluntary Pilot and Required Regulatory Compliance

Some interviewees, particularly those from the neighborhoods and environmental organizations expressed concern that regulatory agencies and /or industry might see or use this project as a way to “opt out” or avoid regulatory requirements, compliance, and, if necessary, enforcement. Many interviewees wanted to be credibly assured that this pilot would be *in addition* to on-going regulatory compliance and enforcement efforts, and not a replacement for those activities. An elected official representative advised that this project should not in any way be construed as implying a reduction in compliance efforts. Another wanted to ensure that USEPA did not turn to voluntary measures at the expense of handling important issues through enforcement.

Some interviewees raised additional concerns such as:

- the concern that this might be a public relations effort on EPA's part rather than a sincere effort to improve air quality (some participants stated that they don't want to be a “rubber stamp” for a project that they do not fully understand and do want real power to influence the project);
- the perception that polluters are at the table to prevent any strategies that might impose actual controls and costs on them;
- the belief that the EPA has not done everything it could where it has the authority and instead, offers the community possible voluntary rather than assured required measures; and,
- the concern that the structure of these processes usually entails extensive meetings which are good for people employed in industry but bad for neighborhoods, wearing down people with few resources.

#### 6. The Pilot and the New Presidential Administration



**Many neighborhood, environmental organizations, and local interviewees expressed concern and skepticism about the pilot and its relationship to the new Bush presidential administration.**

**Some interviewees stated that the visit of Administrator Whitman to Cleveland announcing the project was without proper notice, local involvement, and raised the concern that the pilot was part of a new EPA approach emphasizing voluntary action rather than compliance to existing regulations. Some interviewees are very concerned that the pilot does not represent a commitment to environmental protection and enhancement by the new administration and will be used as a public relations effort rather than a meaningful way to improve air quality in Cleveland. Others expressed concern that, due to the new administration's approach, the pilot will focus on individual citizen action resulting in small gains rather than on business/industry action resulting in large gains in air quality.**

## 7. Information needs

Interviewees cited a number of possible information needs for the working group. This includes the following:

- What are all of the various sources and source types in the neighborhoods and what are the limits of information.
- A review of the regulatory framework – what's required by law, what is enforced, what is voluntary.
- A review of best practices from other places.
- Education about health concerns/risk and translating sources to exposure to health impacts.
- A map of the area with all the companies that are there, and what types of chemicals and toxics those companies use and produce.
- Information about small businesses and companies that are not reporting; generic descriptions on the types of toxics produced by typical businesses (e.g. a typical drycleaner produces).
- The health effects of chemicals used in the area, for example, an inventory of health problems that could be associated with those chemicals.
- Incidence of health impacts in their community (e.g., asthma, cancer, birth defects, etc.), including soliciting data from hospitals utilization review departments.
- The monitoring capabilities pertaining to air pollution that exist in the area, including where they are, what they do or do not monitor for, and how often.
- Impacts of public transportation in the area on air quality, including the airport.
- Available historical information about health impacts.
- New businesses planning to come into the neighborhood, and old businesses planning to expand their operations in the neighborhood.
- Cumulative exposure of residents to various toxics.
- The community's emergency action plan (e.g., concerning fugitive emissions or explosions).

In general, many interviewees requested that data presented should be easy to understand and that engineers and other specialists speak in lay-person's terms and not "techno-speak." The interviewees suggested that, whenever possible, information should have graphs, maps, and visuals, which can be referenced quickly and easily.

## 8. Proposed Project Timeline

In most of our interviews, particularly the first several we conducted, we relayed the goal of completing most of the pilot by December 2001 (i.e., identifying options for action, prioritizing those actions, and implementing the actions). Many interviewees -- especially those with participatory process experience -- found the timeline unrealistic, especially if the goal of the pilot was a measurable change in risk from air toxics. Some felt that with the

proposed year-or-less timetable, their participation would not even be worth while. A few interviewees found the proposed December timeline acceptable, while a few others liked the tight timeline while acknowledging the difficulties of achieving it because they thought the pressure would yield results. Many mentioned the importance of EPA's continued commitment to the project beyond the December 2001 deadline. Though some raised concern about the December timeline for final completion, they mentioned the importance of achieving at least small successes by December to maintain interest and motivation in the project.

Additional, specific concerns about the proposed timeline are included below.

- The involvement of large institutions and businesses with planning and budgeting horizons (like RTA and large industries) takes time.
- Since measurable results by December are unrealistic, reasonable goals for December are a recognition of problems and commitment to take action.
- The project appears to be just a PR exercise because of the artificial deadline.
- The necessity of declaring a false success because not much has been accomplished for sheer lack of time.
- Developing and preparing educational materials and then engaging in outreach takes time.
- The community groups are overburdened with issues, participation is difficult to secure and it's hard to find staff time for everything.
- The diversity of the city and of the working group coupled with the complexity of the challenge will make it slow going.
- At best, the proposed time frame allows only for information dissemination;
- Artificial deadline may force action without enough education and deliberation, exacerbating conflict and differences rather than allowing time to work through the issues.

## 9. Resources Available to the Group

Several interviewees, especially neighborhood and environmental representatives, expressed concern with various funding aspects of the project and requested clarity on the availability and amount of funding, to enable them to plan and staff this and other projects in which they plan to be involved. Some recommended that EPA provide a basic structure and specify parameters and rules from the outset, to increase participation. Many interviewees want to know what kinds of technical resources EPA can bring to the table and how much money the group may have access to in order to implement one or more activities.

### C. WHAT IS SUCCESS?

We asked the interviewees what they would consider “success” once the pilot was completed. We have compiled the responses below by stakeholder groups.

#### *Elected officials and affiliates*

Elected official representatives offered measures spanning outcomes and relationships. Besides risk reduction, they wished to see increased public awareness of toxics and public willingness to help out. For the two Cleveland neighborhoods directly involved in the project, respondents sought satisfaction among participants as well as a kind of structure or organization in place that would enable committed individuals to work on an ongoing basis past the pilot's completion.

#### *Environmental groups*

Environmental group representatives noted that the pilot ought to define short and longer-term measures of success. In the short-term, interviewees identified increased awareness and understanding, working relationships, and perhaps a few, small concrete actions, as important outcomes. Over the longer-term, some interviewees stated that the Working Group ought to develop an overall air toxics strategy that ranges from compliance to enforcement to voluntary actions to technical assistance. Others expressed a preference for a more narrow focus, such as, the neighborhood focuses on one particular air toxic of concern and systematically sets out to significantly reduce its presence in the neighborhood.

Several interviewees mentioned information and education outcomes, including:

- Accurate appraisal of the biggest toxic risks a neighborhood resident faces.
- Education, including children, so that the community can understand the issues and make good choices in terms of what to focus on that can achieve meaningful, environmental results.
- Improved understanding of the regulatory framework so people are better skilled at making the system work to meet their interests.

Some felt that the pilot should generate concrete results, including:

- Enforceable measures agreed to by actors and followed through, with mechanisms to monitor the follow through.
- Initial moderate successes and a long-term effort in place that can sustain work over time.
- Clear picture of commitments and expectations, and evaluation plans for each action project selected.

#### *Government agencies:*

Government agency representatives focused on the public's satisfaction with the process, the importance of education and increased understanding, and the new relationships that could be built among the public, agencies, and industries. The following were viewed as indicators of success:

- If the Working Group can reach consensus.
- If the community and the government agencies can look at each other differently.
- If agencies gain awareness about the public's needs and concerns.
- If we strengthen the credibility and authority of environmental regulation.

Like other stakeholder groups, many agency interviewees felt that the pilot should generate concrete results, including:

- Achieve some small quantifiable successes. Though, it is unclear that monitoring will actually be able to measure this success.
- Known improvements such as companies not idling vehicles or making a commitment to change the production process or invest in equipment to improve air quality -- not measurable in terms of monitoring, but measurable in terms of concrete actions people can see

#### *Neighborhoods/citizens*

Neighborhood representatives wanted to look back on an engaging, meaningful, and substantial community participation process. The measures of success for neighborhood interviewees included some of the same criteria, but added additional, community-specific criteria. Points cited include the following:

- People energized about air quality in their neighborhoods.
- People who learned something about air toxics.
- People beginning to understand the language of air toxics and action at the grass roots level.
- "Anything that sends us forward instead of at a standstill."
- Achievable common-sense goals and strategies; for example, if the goal is community education, then give clear instructions on how to educate, and provide resources (training, site visits).
- A commitment of the group to work together on an ongoing and continuous basis (the project will be seen as a failure if it ends completely in December).
- A good neighbor policy with one or more large sources.
- A cooperative relationship with the companies in the neighborhood.
- Better air quality than today.
- A reduction in the number of adverse health outcomes, for instance, reductions in cases of asthma.

#### *Resources*

Resources representatives were perhaps the most ambitious in their expectations, as well as the most specific. Examples include the following:

- Local polluters agreed to a mix of mandated and voluntary emission reductions.
- At least two concrete initiatives that are well defined and well detailed, that will have a good chance of reducing air toxics in the neighborhood in the short/medium/long term.
- Proposed measures that are accompanied by credible plans with a timetable.
- Intensive monitoring of health effects and of air quality at the neighborhood level.
- The actual process has a starting point and an end point and you can quantify the improvement in-between. For example, an initiative to reduce PERC from dry-cleaners or gasoline station emissions from underground storage tank vents.
- A credible understanding of risks by the community.

#### *Sources*

Sources interviewees expressed both general and specific measures of success. They included the following:

- Awareness as success; the pilot should be a worthwhile learning experience.
- Effective information dissemination to small businesses so that they understand the effects of the chemicals they use.
- Getting away from preconceived notions of what is noxious to what poses substantial risks.
- If the group does baseline sampling with initial results (indoor and outdoor) and formulates objectives, this would be progress.
- A list of action items with buy-in of all groups; a clear sense of direction agreed to by all.
- Identification of specific strategies for implementation, and opportunities for voluntary measures to reduce toxics.
- Two (not quick fixes but something not too expensive) projects that would be implemented in our schools – an alternative cleaning program for instance.
- Identification of types of controls to improve public health.
- Change in behavior of citizens and companies.
- Reductions in emissions from public transportation, trucks, and cars.
- Reduction in toxic air pollution in the area.
- At the end, people are still on board, still support, there are no pockets of critics attacking the effort.
- The community is truly and meaningfully involved.
- Clearly replicable, clear model that can be implemented elsewhere.

### **III. RECOMMENDATIONS**

Given our interviews, we conclude that there is sufficient interest to proceed with the convening of a Working Group of interested parties to initiate the EPA Air Toxics Pilot in Cleveland.

We did identify four important concerns in our interviews:

- (1) interviewees stressed the importance of understanding the resources that will be available from EPA to make this pilot a success;
- (2) interviewees expressed a strong interest in understanding and assessing the nature of air toxics in their area and in the ability to measure the effects of their reduction actions;
- (3) interviewees stressed the importance of a commitment by EPA to work with the community beyond December 2001 in order to achieve real and substantial gains in air quality; and,
- (4) interviewees stressed the importance of the U.S. EPA, the Ohio EPA, and the City of Cleveland in continuing, and improving, their regulatory oversight (i.e., monitoring and enforcement) of air toxics emissions in Cleveland.

The recommendations we offer below are our best advice for initiating the pilot's Working Group, including the selection of representatives, technical assistance, groundrules, and initial meeting agendas. However, it is important to note that since this is a voluntary, stakeholder-driven process, we recommend that the participants in the Working Group seek to refine these recommendations to best meet their interests, and, in the first few months of operation, to collectively develop a work plan that will guide their efforts over the longer term.

#### **A. WORKING GROUP COMPOSITION**

In our interviews, we asked: "What kinds of stakeholders need to be represented on a Working Group for the pilot to be inclusive, representative, and balanced?" Interviewees offered a range of ideas and suggestions, and from these comments we identified six stakeholder groups that should be represented on a Working Group. They are (see Attachment C: Diagram of the Working Group Composition as recommended by CBI):

- Neighborhood residents
- Stationary air toxics sources both large and small
- Indoor air toxics sources
- Mobile air toxics sources
- Environmental advocacy groups
- City, County, State, and Federal environmental agencies

Please note that we have separated air toxics sources for convening purposes, but in practice, specific air toxics can come from multiple sources, and one source may result in multiple

exposures. For instance, dry cleaners may emit air toxics that result not only in exposure adjacent to the source in outdoor air, but in indoor air in homes as well. Please also note that in some cases we classified government agencies as sources either because they are direct sources or represent sources. For instance, the RTA is a source due to its large bus fleet.

Most interviewees stated that the group should have no more than 30 members (some suggested fewer and no one suggested more than 30) in order to be inclusive while also ensuring the group is small enough to make progress and complete work efficiently. Given these comments, seeking to balance the goals of efficiency, effectiveness, and inclusiveness, we recommend a stakeholder group of no more than 30 members, with member “slots” assigned roughly evenly across stakeholder groups with the exception of the two neighborhoods, which we recommend should have more representatives. We make this recommendation for larger neighborhood participation due to: (1) the importance of the neighborhood approach to this pilot; (2) the importance of adequate representation from both neighborhoods and the range of views within neighborhoods; and, (3) the importance of sufficient numbers so that neighborhood representatives do not feel “outnumbered” by the number of professional and technical members. We do recommend that Working Group decisions be made by consensus. In our view, therefore, the exact number of representatives per stakeholder group is less important because the group must seek to meet everyone’s interests, rather than exclude a substantial minority through a simple majority vote. Please see Attachment D for a list of all the recommended groundrules.

The EPA Air Toxics Pilot is voluntary, seeks to encourage and result in concrete, air toxic reduction activities, and is neighborhood-centered in the Cleveland neighborhoods of Slavic Village and St. Clair Superior. Therefore, we recommend the following criteria for membership on the Working Group:

- Those who are interested and *volunteer* to participate.
- Those who can meet the *commitments of membership* outlined in the groundrules (active, on-going, consistent participation in meetings and subcommittees, etc.).
- Those who can make commitments to *implement specific risk reduction activities*, or, are willing to actively persuade and work with others to implement such activities.
- Those neighborhood residents who together *reflect roughly the socioeconomic, ethnic and racial balance* of their communities and are therefore more likely to reflect the diversity of views held by neighborhood residents on the issues.
- Those sources who represent businesses willing to participate and consider risk reduction activities in their businesses and are *direct sources of air toxics* or can fairly represent a range of businesses and activities that are sources of air toxics.
- Those *agencies who can offer technical assistance*, financial resources, and regulatory authority to the Working Group.

## **B. IDENTIFYING REPRESENTATIVES TO PARTICIPATE AS WORKING GROUP MEMBERS**

In order for the Working Group to convene by the summer of 2001, CBI recommends that we as neutral facilitators identify representatives of stakeholder groups as Working Group members. We would seek to do this between the release of this draft (early June) and June 28, 2001, the scheduled date for the first meeting of the pilot project Working Group. The Working Group, however, would retain final approval over its own membership.

The process we would use for identifying representatives is described in detail below, but generally, we will seek to abide by the principles of self-selection and voluntary participation. CBI will do the following in order to bring specific representatives to the “table” by 28 June 2001.

- CBI will work with neighborhood Community Development Corporations to identify four representatives from each of the two neighborhoods. CBI will also work with additional, neighborhood-based groups to identify one to three additional neighborhood members to broaden the neighborhood representation further.
- CBI will work with environmental agencies to identify one representative each from the local, county, state, and federal level to participate. CBI will encourage agencies to select representatives who can both participate actively and who have sufficient authority to make commitments on behalf of their agencies.
- CBI will work with the environmental advocacy groups to have them select from among their groups four representatives to sit at the table. Please note that due to time and project scope, CBI was not able to interview every environmental group who has an interest in air quality in Cleveland. However, not having interviewed a particular environmental group does not mean that they cannot represent environmental interests on the Working Group, if so decided by the environmental advocacy community in Cleveland.
- In our interviews, CBI has identified several specific businesses/sources who have expressed an interest in participating. CBI will contact these businesses and seek their involvement. If CBI was not able to identify individual businesses of a certain kind (small, stationary sources, for instance), CBI will work with “proxy” organizations or agencies who might represent these interests. CBI will place a preference on companies who are active sources, rather than on companies who consult with or provide services to direct sources. Our interviewees expressed the importance of having sources represented as directly as possible at the table.

In some cases, we may not be able to identify four members in each category. In that case, we will leave “open slots” and the Working Group can decide in its first few meetings how best to fill these slots. CBI’s goal is to convene a fair, balanced, representative Working Group so that work can begin as soon as possible. At the same time, as noted in the groundrules, CBI recommends that the Working Group be open to adding new members if, at any time, a key

interest is found to be missing and ought to be included in the Working Group to ensure the success of the pilot.

Please note that the member list as of 24 August 2001 is included as part of Attachment G.

We recommend that all the meetings of the Working Group be open to the public. If interested individuals/organizations are not represented directly at the table as Working Group members, they will still be able to participate in the effort by attending meetings, receiving mailings, and assisting the group in initiating specific activities.

## **C. TECHNICAL ASSISTANCE**

Our interviewees stressed the importance of trusted, independent technical assistance to aid the Working Group in achieving its goals. Interviewees suggested a number of individuals and organizations that may be of assistance to the group, depending on the specific actions that the group decides to pursue. We have listed these recommended technical resources in Attachment E.

There is a range of possibilities that the Working Group might consider in organizing technical assistance. These possibilities are:

- Utilize existing regulatory agency technical expertise (EPA and other agencies have technical experts on staff who can be of assistance to the Working Group);
- Utilize individual, independent technical experts from universities, colleges, consulting firms, and/or trade organizations on specific issues that the group is working on (technical assistance to help implement a specific risk reduction activity, such as diesel retrofits or pollution prevention within a particular business);
- Jointly select a technical expert from a range of candidates who can offer the group assistance on a particular issue or problem; and/or
- Jointly form a technical subcommittee that can offer collective technical advice on any number of issues or problems.

Given that the process should be stakeholder-driven, at this time we do not recommend how best to access and organize technical assistance and support for this group. Instead, we recommend that the group convene, educate themselves further about air toxics and potential risk reduction activities, develop a work plan, and then seek to identify and utilize specific technical assistance.

## **D. GROUND RULES**

In Attachment D, we include the set of ground rules for guiding the Working Group in its operations that was adopted by the group in their second meeting on 31 July 2001. These ground rules were based on: (1) comments from interviewees; (2) project parameters as stated by EPA;



(3) CBI's experience in forming and facilitating other stakeholder groups; (4) comments from the Working Group in their June and July 2001 meetings.

The ground rules attached describe in detail responsibilities of membership, communications among members, decisionmaking, role of the facilitators, agenda planning, and interaction with the media. Below, we highlight a few key points about the ground rules.

In order for this pilot to succeed, members on the Working Group will have to assume two key responsibilities. First, members will need to not only represent their own views, but the views of their community, organization, or business. Thus, it will be important for members to provide information to the public and to their constituents to ensure that decisions made and agreements reached meet the interests not only of stakeholder members, but also of the larger stakeholder groups they represent. Second, because the goal of this pilot is actual air toxics reductions, members will need to make commitments and/or secure commitments from other local actors for concrete, specific risk reduction activities.

Many interviewees recommended that the group operate by consensus in order to ensure that all voices are heard and that actions selected by the Working Group have legitimacy and credibility. Thus, we recommend that decisions made by the group on such matters as operating rules, priorities, actions, and funding, be by consensus. In our view, consensus means that there is no dissent by any member. Granting "consent" means that each member can live with the decision and support its implementation. And, importantly, along with the *right* to offer consent or express dissent as a Working Group member, comes the *responsibility* of making clear the reasons for dissent and making every effort to offer an alternative proposal satisfactory to other members.

Sometimes groups highlight this responsibility by adding a groundrule that states: "No is not enough." In other words, each and every group member retains the right to object to a proposal or recommendation, but each group member also has to go beyond just "no" to state clearly their reasoning for objecting and to offer alternative prescriptions or proposals that meet their interests and the interests of others in the group.

## **E. INITIAL MEETING AGENDAS/WORK PLAN**

In Attachment F, we offer a proposed agenda for the first Working Group meeting. In order to get things started, we proposed that an initial meeting be held **on Thursday, June 28, from 6:30 PM until 9:30 PM**. Please see the draft agenda for this first meeting. At the end of this first meeting, we recommended that the group identify a small subset of members to help plan the agendas for the remaining meetings over the summer.

Although the work plan will be developed by the Working Group, we expect that a very general workplan for the group might include the following:

- **First Meeting(s):** Introductions, agree on operating procedures and membership.

- **Second Meeting(s):** Learn what is known about air toxics generally, air toxics in Cleveland, and what kinds of specific activities might/can reduce air toxics
- **Third Meeting(s):** Develop a detailed, long-term work plan. Develop an overall communications strategy for sharing information and carrying out community outreach.
- **Later Meetings:** Gather additional information as needed. Identify the full range of risk reduction action options. Prioritize those options. Select one or two specific activities to conduct prior to December 31, 2001.
- **December Meeting:** Assess progress to-date and develop further work plan for 2002.

We recommend that the Working Group develop a long-term work plan once initial organizational and educational efforts are completed. In order for a large, consensus group to move forward, keep members interested, and achieve results, it is very important for such a group to develop a detailed work plan that can lay out goals and objectives, specific activities to achieve those goals, and a timeline for doing so. Work plans help align expectations, chart a clear course of direction, and focus the group on the substantive work at hand.

Please note that EPA has expressed a strong interest in initiating at least one or two specific air toxics reduction activities by December of this year. Our rough work plan includes this goal. At the same time, many interviewees stated that this is a worthwhile goal but that the Working Group should be given sufficient time and resources to organize, educate itself, identify the full range of possible activities, prioritize those activities, and then decide which activities to undertake.

**ATTACHMENT A:  
OHIO AIR TOXICS PILOT INTERVIEW LIST**

NAME	ORGANIZATION
Akins, Paige	Tremont
<b>Aveni, Virginia</b>	Cuyahoga County Planning Commission
Bardy, Bernard	Slavic Village
Beach, David	EcoCity
Bell, Mamie	Slavic Village
Brancatelli, Tony and Bethany Thompson	Slavic Village Broadway CDC
Bycoski ,Eleanor	Slavic Village
Calabrese, Joseph	Regional Transit Authority (RTA)
Calabrese, Len and Jerome Walcott	Catholic Community Action; Social Justice Office of the Diocese of Cleveland, Cuyahoga County
Chris Trepal, Anjali Mathur and Adam Zeller	<b>Earth Day Coalition</b>
Davis, Bill	Northeast Ohio Areawide Coordinating Agency (NOACA)
Domanovic, Mandie	Slavic Village
Dreyfuss-Wells, Kyle	Tremont
Feldman, Sari	Cleveland Public Library
Fields, David	Ohio Dry Cleaners Association
Finn, Dennis	RPM (parent of Dayglo and Trunco)
Gelfand, Marty	Congress Kucinich's Office
Gillon, Jackie	Neighborhood Centers Association
<b>Gos,s David</b>	Cleveland Growth Association

Greenberg, Stuart	Environmental Health Watch
-------------------	-------------------------------

NAME	ORGANIZATION
Jasper, Joe	Air Pollution Advisory Committee
Jensen, Jon	Gund Foundation
Kane, Dan	Slavic Village
Keller, Carol	Slavic Village
Krieg, Dan	Parsons Engineering
Krzywicki, Michael	City Health Department
Kunkle, Ron	B.F.Goodrich, Inc.
Landers, Glenn and George Coder	Sierra Club
Leidich, Bob	BP/Amoco (Ohio)
Lewis, Karen	Forging Industry Association/League of Women Voters
Mausser, Herb	Cuyahoga Community College, Unified Technologies Center
McLeary, Tom	Slavic Village
Moore, Stephanie	Schools
Nock, Nora	Dairy Mart Convenience Stores, Inc.
<b>Pestak, Mark</b>	Air Pollution Advisory Committee
Reverend Smith and Tim Nieberdink	St. Clair Superior Community Development Association
Robbins, Norman	CWRU Environmental Center
Ronayne, Chris	Cuyahoga County Commission
Shaw, Elizabeth and Robert Williams	CEI/First Energy
Skowronski, Bill	Ohio EPA/Northeast Ohio
Snape, Kevin	Clean Air Conservancy

Suver, Mike	Ohio Air Quality Development Authority
Tomci, John	Tomci and Associates

<b>NAME</b>	<b>ORGANIZATION</b>
Vilem, Mark	City of Cleveland, Dept. of Public Health
Yambor, Sandy	Tremont

## ATTACHMENT B: INTERVIEW PROTOCOL

### Cleveland Air Toxics Pilot Program

As you know, the United States Environmental Protection Agency (EPA) has selected the City of Cleveland as the site in the country to conduct a pilot project to reduce local risks from air toxics using voluntary measures. While the pilot will benefit Cleveland as a whole, it will also focus efforts in two neighborhoods: St. Clair Superior and Slavic Village.

The central and essential component of this pilot is active neighborhood and city participation. A representative group of interested parties in the City will:

- help consider key risk reduction activities;
- prioritize those possible activities; and,
- implement several efforts locally and city-wide.

We need your help to design the appropriate community forum for implementing this pilot effort. This interview will be confidential. We will not attribute to any individual or specific organization, verbally or in writing, statements made by them. Based on these interviews, we will draft an Assessment Report. The report will:

- summarize the key questions and concerns of organizations and individuals;
- identify the interests of various parties in participating in the pilot;
- identify possible representatives of various broad interest groups (i.e., schools, hospitals, neighborhoods, businesses, etc.) to participate on the pilot's Working Group and/or ways in which such representatives might be selected;
- identify additional means for others to participate in the pilot in addition to the Working Group; and,
- develop a set of draft groundrules, initial meeting agendas, and meeting times and locations for the Working Group.

In the Report, we will attribute comments to categories of broad interest groups, but not to individuals or specific organizations (for example, "some school officials felt that... while other local businesses indicated..."). We will distribute the Report to everyone interviewed in draft form. You will have a chance to comment on the draft to ensure that we captured your concerns and views accurately and to gather feedback on our recommendations. A final report will be issued shortly after comments are received. After the Report is complete, we will work with the City, its business and organizations, its residents, and EPA to convene the first meeting of the Working Group.

#### **(About the respondent)**

1. Please tell us a little bit about your organization? What is its mission? How is it organized? How long has it been in existence?



2. Tell us your view about air quality in Cleveland? Is it improving or declining as compared to the past? How about compared to other places?
3. What do you know about air toxics? What more would you like to know?

**(About the project)**

4. The key component of the pilot program is a working group of key parties from the City's governments, organizations, businesses, and neighborhoods. This group would work in partnership with EPA to identify and implement various risk reduction activities, to better understand air toxics generally in Cleveland, and to learn from its efforts to help EPA develop a program that is usable in other cities and towns across the U.S.

This general draft workplan for this group would likely include the following steps:

- Hold an initial organizing meeting sometime in late Spring/early summer.
- Hold an educational workshop on air toxics – their sources, health affects, what is known about air toxics nationally and in Cleveland, and what can be done to reduce health affects.
- In one or more meetings, review and discuss various technical assessment efforts that are part of this pilot.
- In one or more meetings, review, consider, and prioritize various risk reduction activities and then seek to implement them.
- Establish subcommittees to carry out implementation efforts.
- Reconvene in December 2001 to appraise successes, mistakes, next steps.

Given these objectives and draft workplan, what groups, organizations, and/or individuals ought to be involved in something like this? What expertise, skills, ideas, or resources might they bring to the table that would help to make the project successful?

5. How would you recommend that your stakeholder group best select specific representative organizations and individuals to sit at the table during the dialogue?
6. What would need to happen during the pilot to make this effort worthwhile to your group?
7. EPA has developed a set of broad parameters for (HANDOUT) guiding the work of this group. Do you have any questions about or comments on these broad parameters?
8. What ground rules do you think are particularly important to establish for a stakeholder group to work effectively? For instance, groundrules might include:

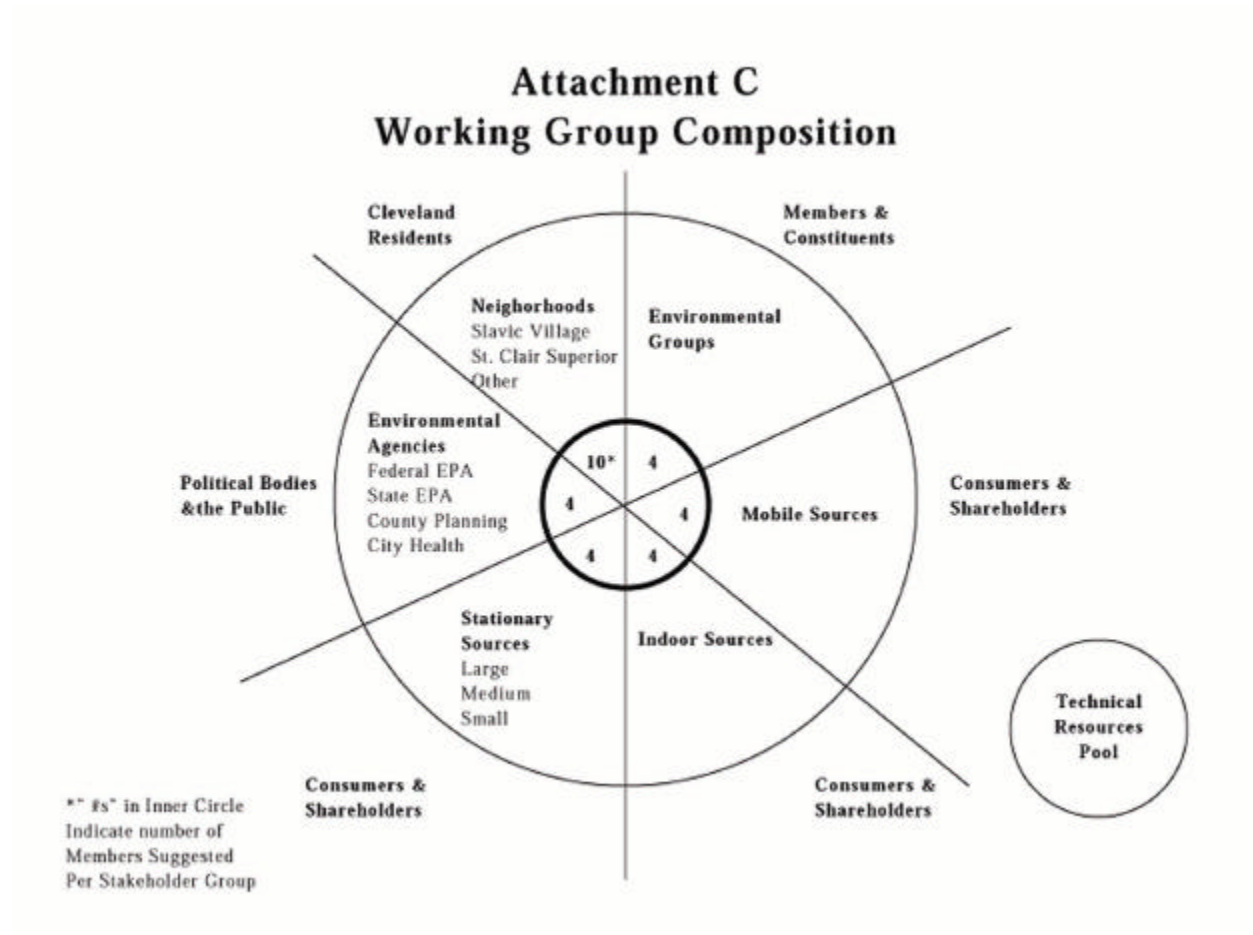
no personal attacks, how the group makes decisions, expected meeting attendance, and other such guidance.

9. The working group is likely to meet once a month with work done in between meetings, from time to time, by subcommittees. What do you think are the best days of the week, times of the day, and places to meet?
10. What size group do you think will be most inclusive and productive (10, 20, or 30, 30 or more)?
11. Where is a good location in the neighborhood to meet that can accommodate 30 to 50 people, has good acoustics, allows food, and is preferably inexpensive?

**(Additional Comments)**

12. Can you think of anyone else we should talk to during this convening process in addition to the names on the interview list (HANDOUT)?
13. Is there any other information you need or comments you would like to make?
14. This is the contact information we have for you. Is it correct (EMAIL, MAIL, PHONE, FAX)?

Attachment C  
Working Group Composition



**Attachment D:**  
**Cleveland Air Toxics Pilot**  
**Working Group**  
**Groundrules**  
**Adopted by the Working Group July 2001**

**I. Mission of the Working Group**

The mission of the group is to:

- 1) reduce risks from air toxics in Cleveland;
- 2) sustain the project over time; and,
- 3) learn from the pilot, identify lessons learned, and work with EPA to help replicate the pilot project in other cities.

**II Working Group Membership**

Members will be recruited and appointed as follows:

- 1) The facilitators will identify key groups of interested parties (i.e., stakeholder groups) and ask representatives within these groups to select 3 to 4 representatives to participate in the Working Group.
  - 2) The Working Group will approve its membership at its first meeting by consensus.
- The Working Group can add new members by consensus at any time, if it identifies key interests and concerns that are not represented.
  - Members will serve for a period of at least one year from the start of the Working Group.
- 5) Stakeholder groups or organizations may appoint an alternate if necessary to ensure adequate participation. The alternate will be named by the stakeholder group or organization. This alternate will receive all member correspondence. The Working Group strongly encourages members to attend all meetings to ensure consistency, informed discussion, and effective decisionmaking.
- Any interested citizens and residents may also participate by attending and observing working group meetings, receiving Working Group mailings, and assisting on specific projects, where appropriate.

### **III. Responsibilities of Working Group Membership**

Members agree to:

- 1) Attend all regularly scheduled meetings. If a member is not able to attend a meeting, s/he may communicate views through another member or the facilitators.
- 2) Participate in educational briefings on air quality, air toxics, public health, air toxics risk reduction activities, and other subjects as agreed upon by the group.
- 3) Arrive at each meeting prepared to discuss the issues on the agenda. Preparation includes reviewing meeting summaries and materials mailed out prior to each meeting.
- 4) Help formulate the Committee's meeting agendas and work plans;
- 5) Represent the views of her/his constituents (i.e. organizations, businesses, or neighborhoods) as well as his/her own individual views.
- 6) Provide information to the public and to constituents to ensure that the larger public is kept informed of the Working Group's efforts.
- 7) Strive throughout the process to engage in respectful, constructive dialogue with other members of the group, bridge gaps in understanding, seek creative resolution of differences, and commit to the goal of achieving consensus on topics under discussion.
- 8) Appoint a mechanism for coordination and planning (i.e. steering committee) in order to develop agendas, work plans, and communicate with members between meetings.
- 9) Make commitments and/or secure commitments from other local actors for concrete, specific air toxics risk reduction activities.
- 10) Seek to not only to be cognizant of, represent and advocate for his/her own interest, but also the collective interests of the Working Group.

### **IV. Communication among Members and Meeting Attendees**

In order to facilitate an open and collaborative discussion, members and the public who attend meetings will agree to the following rules:

- 1) Only one person will speak at a time and no one will interrupt when another person is speaking.
- 2) Each person will express his or her own views rather than speaking for others at the table.
- 3) No one will make personal attacks or issue statements blaming others for specific actions or outcomes. If a personal attack is made, the facilitator may ask the members to refrain from personal attacks. If personal attacks continue, the facilitator may ask the group to take a break to "cool off."
- 4) Members will avoid grandstanding (extended comments and questions) in order to allow everyone a fair chance to speak and to contribute.

- 5) Each person will make every effort to stay on track with the agenda and to move the deliberations forward.
- 6) The Committee will provide opportunities for the general public's questions and comments.

Members are expected to communicate concerns, interests and ideas openly and to make the reasons for their disagreements clear. In the event that a member is unable to speak about a concern directly to another member, he or she can contact the facilitators by phone (or in person). The facilitators may serve as a channel for such concerns as well as work with parties between meetings, as necessary, to resolve conflict. Upon request, all information or views shared during conversations with the facilitators will be kept confidential.

## **V. Making Working Group Decisions**

The purpose of the Working Group is to learn about air toxics, share information, discuss concerns and viewpoints, identify a range of activities that various actors might undertake to reduce air toxics, prioritize those actions, and select actions to support and/undertake, including the allocation of pilot funds.

In order to make decisions, the Working Group will operate by consensus. Consensus means that there is no dissent by any member. Granting “consent” means that each member can live with the decision and support its implementation.

Along with the right to offer or consent or express dissent as a Working Group member, comes the responsibility of making clear the reasons for dissent and making every effort to offer an alternative proposal satisfactory to other members.

Members should remain at the table during deliberations to hear the full discussions in order to make informed judgments when decision-making occurs. Members may also choose not to consent on a decision, but to abstain without offering dissent. Absence will be equivalent to abstaining.

In order to ensure full participation, fairness, and legitimacy of decisions, the Working Group will:

- Designate significant decisions as including, but not limited to, finalizing/changing operating principles, prioritizing actions, selecting key actions to undertake, allocating pilot funds over \$500, and finalizing Working Group joint documents such as brochures, fact sheets, and reports.
- All significant decisions that need to be made will be, whenever possible, included in meeting agendas distributed before meetings.
- Decisionmaking over significant decisions will take place over at least two meetings, whenever possible, to ensure adequate deliberation.
- All meeting summaries will include a listing of major decisions made and list the members in attendance who made the decision.

## **VI. Role of Facilitators**

The facilitator(s) will:

- 1) assist in formulating the agendas;
- 2) facilitate meetings;
- 3) assist the Committee members in complying with ground rules;

- 4) identify and synthesize points of agreement and disagreement;
- 5) assist in building consensus among members;
- 6) serve as a confidential communication channel for members or observers as needed;
- 7) advocate for a fair, effective, and credible process, but remain completely nonpartisan with respect to the outcome of the deliberations;
- 8) prepare meeting summaries and track action items and future agendas; and,
- 9) track group attendance. Each meeting summary will include a list of attendees. If a member of the group misses more than two meetings, the facilitators will contact that person to inquire why the person has been absent and if that person intends to continue participating in the working group. The facilitators will then share this information to the group as a whole and the group will take action, as and if necessary.

The facilitators are bound to the Society for Professionals in Dispute Resolution's Code of Ethics that states: "The neutral must maintain impartiality toward all parties. Impartiality means freedom from favoritism or bias either by word or by action, and a commitment to serve all parties as opposed to a single party."

## **VII. Meeting Summaries and Meeting Notification**

Meeting summaries of decisions, action items, next steps, and key issues, will be prepared for each meeting. The meeting summary will be distributed in draft form to Committee members for review and approval. In order to encourage open, frank, and informal dialogue, meetings will not be tape-recorded or videotaped. However, given that meetings will be open to the public, the media may tape record and/or videotape meetings as they deem useful and necessary.

Notice of Committee meetings will be made by notifying members via email, regular mail, and by posting meeting dates in neighborhood and city publications.

## **VIII. Media**

All Committee meetings will be open to the public and the media.

Members are free to make statements to the press regarding their own opinions, but agree not to attribute statements to others involved in the process. No member should presuppose to speak for the group as a whole. In order to facilitate productive deliberations, members will make every effort to abide by the ground rules under the section "Communication" listed above while interacting with the media.

## **IX. Agenda Planning**

The Working Group will form a small, diverse group of members to plan agendas and develop draft workplans between meetings. Agenda planning will involve the following activities.

- 1) The facilitators will keep track of proposed future agenda items that arise in Working Group meetings.
- 2) Within two weeks of a Working Group meeting, any Working Group member may notify the facilitators of any additional potential agenda items for the next meeting.
- 2) The facilitators will compile and forward potential agenda items to the agenda planning group for review.
- 3) The agenda planning group will meet via conference call to develop a draft agenda for the upcoming Working Group meeting.**
- 4) The facilitators will email/mail the draft agenda to the RAC at least one week prior to the meeting.**
- 5) The draft agenda will be reviewed and agreed upon at the start of each Working Group meeting.**

**X. Coordination with the Technical Resources**

TO BE DETERMINED.

**XI. Coordination with Subcommittees**

TO BE DETERMINED.



## ATTACHMENT E: POTENTIAL TECHNICAL RESOURCES AS SUGGESTED BY INTERVIEWEES

Category	Suggested Organization	Contact (if available)
<b>Health</b>	Respiratory Therapy Association	
	St. Michael Hospital	
	St. Vincent Hospital	
	Cleveland Clinic	
	University Hospital	
	American Lung Association	
	Concentra Medical Center	
	Metro Health Miles Broadway Clinic	
	East Side Occupational Health	
	Cherry Hospital neighborhood clinic	
	Case Western Reserve University Department of Epidemiology	
	John O'Neil, City Dept.of Epidemiology	
	Hospital Utilization Departments	
	Case Western Reserve University Environmental Center	Dr. Norman Robbins
<b>Technical</b>	International Fabricare Institute	Bill Fisher.
	Lubrizol (for Purinox production)	
	Green Building Coalition	Sahu Johnson,
	Compliance Technologies CTI	Rudy Zupan,
	National Associations for manufacture of light and heavy vehicles	Frank Gerry
	GM	Gary Herwick,
	Ford	Walt Kuencher ,
	Ohio Petroleum Council	Terry Fleming
	Green Mountain Institute for Environmental Democracy	Jim Bernard
	Indoor Air Pollution in Buildings	Jim Larue,
	Alternative Fuel Coalition	Erin Russel,
	of Creative Solutions	Peter Dell
	US Council for Automotive Research (USCAR)	
	Tomci and Associates	John Tomci
	Parsons Engineering	Dan Krieg
	Ohio Dry Cleaners Association	David Fields

	Cuyahoga Community College, Unified Technologies Center	Herb Mausser
	U.S. EPA Office of Research and Development, National Exposure Research Laboratory	Dr. Stephen Vesper
	U.S. EPA Office of Research and Development, National Exposure Research Laboratory	Dr. Richard Haugland

## **ATTACHMENT F: FIRST MEETING'S AGENDA EPA AIR TOXICS PILOT WORKING GROUP**

- 5:30 PM**                      ***Open House***  
EPA will be available to discuss the project informally prior to the start of the meeting.
- 6:30**                              **Welcome by the Facilitator and Groundrules for the Meeting**
- 6:40**                              **Overview of the Pilot Project**  
EPA will provide a brief overview of the project, including project goals, parameters, history, potential actions, and overall plan for moving forward.
- 7:00**                              **Introductions**  
Each member will have two to three minutes to introduce themselves and say what they hope to gain from participating in the project.
- 8:00**                              **Questions and Answers**  
Members will have the opportunity to ask questions about the pilot project.
- 8:30**                              **Groundrules**  
Members will review the draft ground rules submitted by the facilitators.
- 8:50**                              **Membership**  
Members will “look around the table” to confirm their membership and determine if there are any key missing stakeholder groups that need to be represented.
- 9:20**                              **Next Steps**  
The Working Group will identify a few members from different stakeholder groups to work with the facilitator and the EPA to: (1) plan agendas for summer meetings; (2) schedule summer meeting times and places; and, (3) solicit additional members, if and as identified by the earlier discussion.
- 9:30**                              **Adjourn**
- 9:30 – 10:00**                      ***Informal Questions and Answers***  
EPA will be available after the meeting to informally discuss the pilot with members and the general public.

**ATTACHMENT G:**  
**OHIO AIR TOXICS PILOT MEMBERS AND ALTERNATES**  
As of August 2001

NAME	ORGANIZATION
Akins, Paige	Tremont
Anjali Mathur	<b>Earth Day Coalition</b>
<b>Aveni, Virginia</b>	Cuyahoga County Planning Commission
Bell, Mamie	Slavic Village
Bycoski ,Eleanor	Slavic Village
Calabrese, Joseph	Regional Transit Authority (RTA)
Cimperman, Joseph	Cleveland City Council
Davis, Bill	Northeast Ohio Areawide Coordinating Agency (NOACA)
Domanovic, Mandie	Slavic Village
Dreyfuss-Wells, Kyle	Tremont
Finn, Dennis	RPM (parent of Dayglo and Trunco)
Gelfand, Marty	Congressman Kucinich's Office
Gillon, Jacquie	Neighborhood Centers Association
Greenberg, Stuart	Environmental Health Watch
Hockett, Maurice	St. Clair Superior Neighborhood
King, Richard	Alcoa
Krzywicki, Michael	City Health Department
Kunkle, Ron	B.F.Goodrich, Inc.
Landers, Glenn	Sierra Club
Lee, Emily	American Lung Association

Leidich, Bob	BP/Amoco (Ohio)
McLeary, Tom	Slavic Village
Mohr, Stephanie	Cleveland Public Schools

NAME	ORGANIZATION
Nieberding, Tim	St. Clair Superior Community Development Association
Smith, Marvin	St. Clair Superior Community Development Association
Ryder, Amy	Citizen Action
Shaw, Elizabeth	CEI/First Energy
Simpson, Amy	Ohio Public Interest Research Group
Skowronski, Bill	Ohio EPA/Northeast Ohio
Smith, Mary	U.S. Environmental Protection Agency
Snape, Kevin	Clean Air Conservancy
Suver, Mike	Ohio Air Quality Development Authority
Walcott, Jerome	Catholic Community Action; Social Justice Office of the Diocese of Cleveland, Cuyahoga County